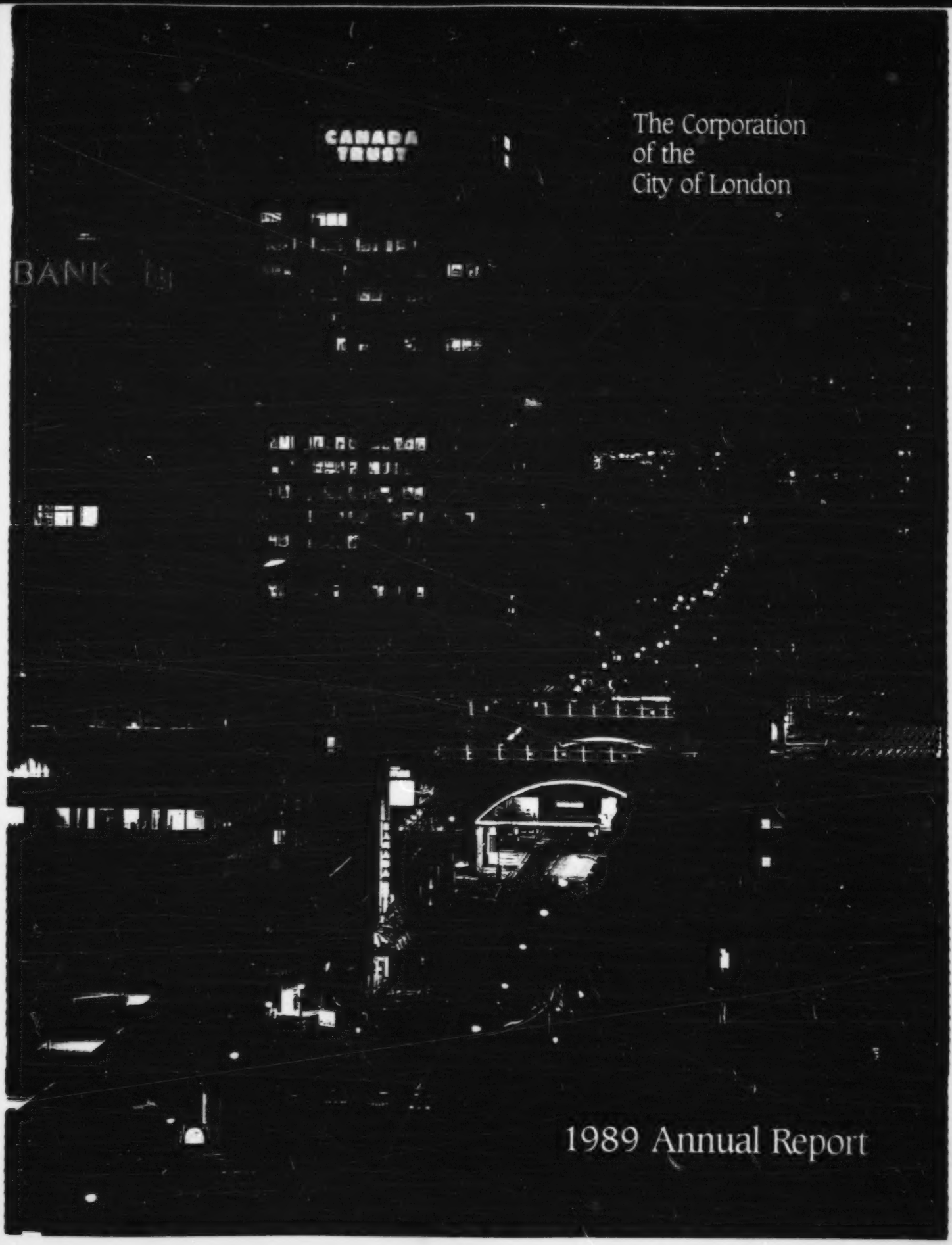

The Corporation
of the
City of London

1989 Annual Report

London and Its People 1989

Location:
Midway between Toronto, Ontario
and Detroit, Michigan;
approximately 190 kilometres from each.

Area:
181.2 square kilometres

Parkland:
1,172.8 hectares

Population:
298,540

Number of Households:
125,235

Labour Force: (Metropolitan Area)
185,720

Unemployment Rates: (Metropolitan Area)
London 4.2
Ontario 5.1
Canada 7.5

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Message from the Mayor

On behalf of London City Council, I am pleased to present the Annual Report for 1989. It catalogues the achievements of the year and demonstrates the plans that have been set in motion to lead this community into a new decade of exciting opportunities.

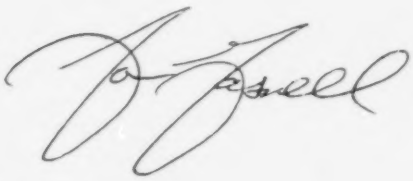
Our diverse economy, in the heart of Southwestern Ontario, has again seen excellent growth with the contributions and vision of so many talented people making the difference.

At the same time, we can not forget the dramatic impact of the thousands of volunteers who give of their time. These individuals work tirelessly to provide essential services to the elderly and care for families in need.

Through financial support to educational institutions and an ongoing effort to develop the medical and research component of our economy, the City is demonstrating its vision of a dynamic future.

Every year, we see more people attracted to the amenities and lifestyle offered in this City. The expertise of these individuals and the positive influences of their families make London an even better place in which to live.

This report also demonstrates the strong fiscal position of the City of London and is an example of responsible management of public funds.



T.C. Gosnell, Mayor

City Council

	Ward		Ward
1. Mayor T.C. Gosnell		9. Controller A.D. Cartier	
2. Councillor G.E. Williams	5	10. Councillor C.V. Minor	6
3. Councillor E.L. Wernham	7	11. Councillor J.H. Irvine	1
4. Councillor J.V. Avola	1	12. Councillor W.J. Polhill	4
5. Councillor M.L. Metras	2	13. Controller O. Zamprogna	
6. Councillor D.L. Erskine	4	14. Controller J.E. McEwen	
7. Councillor P.E.O. Yorke	6	15. Councillor B.R. MacDonald	3
8. Councillor J.B. Swan	2	16. Controller J.O. Burghardt	
Absent:			
Councillor G.T. Hopcroft	5		
Councillor M.E. Joyce	7		
Councillor P.W. O'Brien	3		

"Plans have been set in motion to lead this community into a new decade of exciting opportunities."

- Tax Appeal Committee
- Council
  - Audit Committee
  - Special Planning Projects Committee
  - Board of Control
    - County / City Liaison Committee
    - Electricians' Examining Board
    - London Development Advisory Board
    - Tourism / Culture / Convention Advisory Committee
    - Environment and Transportation Committee
      - Advisory Committee on the Environment
      - City of London Safety Sub-Committee
      - London Paratransit Service Advisory Committee
      - Taxi Liaison Sub-Committee
    - Community and Protective Services Committee
      - Advisory Committee on the Arts
      - City of London Crime Prevention Advisory Committee
      - Community Housing Advisory Committee
      - Dearness Home Committee of Management
      - London-Middlesex Disaster and Emergency Co-ordinating Committee
      - London Race Relations Advisory Committee
      - Student Housing Advisory Committee
    - Planning Committee
      - Local Architectural Conservation Advisory Committee

Message from the City Administrator

At City Hall, we recognize that people are our greatest resource, and the importance people play in meeting our corporate goals and objectives. This Annual Report acknowledges the contributions of a highly-qualified and dedicated staff in providing responsive and responsible government, as well as the ongoing efforts of a caring community.

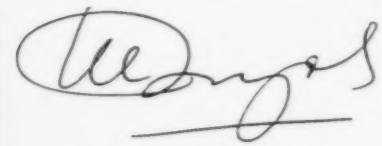
Our work force of approximately 1,700 employees grew by only 2.8 percent in 1989, yet we were able to meet the challenges put before us. To meet these demands, the focus in 1989 was placed on developing the managerial and technical skills of our staff to ensure their continued competence and adaptability.

We are constantly examining our values and expectations to assist in identifying and meeting the needs of an ever-growing municipality in a cost-effective manner. Through vision and planning, we ensure that our commitment to excellence is realized and that we possess the demonstrated ability to deliver successful integrated services.

In London's public, private and institutional sectors, representatives work together to realize new achievements for the betterment of the community, as is evidenced in this year's Annual Report.

As the City Administrator, I would like to dedicate the 1989 Annual Report to the citizens of London and to our staff as a tribute to their continuing efforts in creating long-term success for the community in which we serve.

A special thanks to all of you!

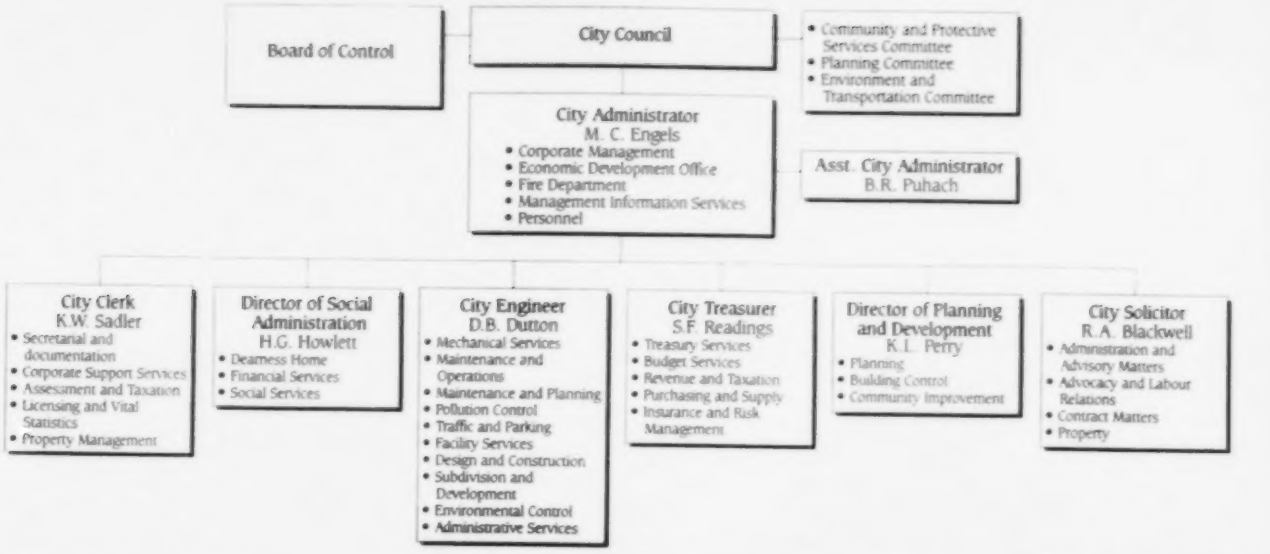


M.C. Engels, City Administrator

Senior Management Team

From Left to Right
K.W. Sadler
H.G. Howlett
B.R. Puhach
S.F. Readings
M.C. Engels
D.B. Dutton
R.A. Blackwell
K.L. Perry

"In London's public, private and institutional sectors, representatives work together to realize new achievements for the betterment of the community."


Board of Control
City Council
• Community and Protective Services Committee
• Planning Committee
• Environment and Transportation Committee
City Administrator
M. C. Engels
• Corporate Management
• Economic Development Office
• Fire Department
• Management Information Services
• Personnel
Asst. City Administrator
B.R. Puhach
City Clerk
K.W. Sadler
• Secretarial and documentation
• Corporate Support Services
• Assessment and Taxation
• Licensing and Vital Statistics
• Property Management
Director of Social Administration
H.G. Howlett
• Dearness Home
• Financial Services
• Social Services
City Engineer
D.B. Dutton
• Mechanical Services
• Maintenance and Operations
• Maintenance and Planning
• Pollution Control
• Traffic and Parking
• Facility Services
• Design and Construction
• Subdivision and Development
• Environmental Control
• Administrative Services
City Treasurer
S.F. Readings
• Treasury Services
• Budget Services
• Revenue and Taxation
• Purchasing and Supply
• Insurance and Risk Management
Director of Planning and Development
K.L. Perry
• Planning
• Building Control
• Community Improvement
City Solicitor
R.A. Blackwell
• Administration and Advisory Matters
• Advocacy and Labour Relations
• Contract Matters
• Property

1989 Highlights

Serving the needs of the community is first and foremost in the minds of the Civic Administration and Elected Officials alike. We are committed to the citizens of London and take pride in fulfilling our duties, and in our growing municipality.

By involving the public in planning for our future, and through the ongoing efforts of our dedicated staff, we continue to provide efficient and effective levels of service.

A world-class medical community; well-established educational facilities; a vibrant downtown; a good commercial and residential mix, including a broad manufacturing base and a large retail sector; clean streets and well-maintained sidewalks; riverbank parklands; a myriad of entertainment, history and cultural activity; a shopping mecca; and a caring and accessible social services network all add up to a quality of life that is second to none.

Once again in 1989, London, a city of 300,000, can boast the lowest municipal tax level in Ontario for municipalities with a population in excess of 150,000. In addition, we maintained our Aaa credit rating by Moody's Investor Service, the highest rating a government borrower can receive.

The City was successful in achieving its broad corporate objectives, including the effective administration of an operational budget of $220 million, together with a surplus of over $4 million.

The Thames River winds its way through beautiful Springbank Park.

In 1989, we introduced an Insurance/Risk Administration Program to ensure the responsible administration of insurance and risk management for the City.

The New Official Plan was approved by Council in 1989 and a Downtown Design Study was initiated. Heritage Preservation activity increased significantly during the year with the hiring of a Heritage Planner and work commenced on a Residential Intensification Study.

For the fifth consecutive year, records were broken in the area of residential building activity with total construction value of residential applications totalling just less than $300 million.

A new Tourist Information Centre, which is anticipated to serve over 25,000 annually, opened in 1989.

During 1989, the City continued to pursue the development of a convention centre complex, which will become reality in 1990.

A commitment of $10 million was made by the City in 1989, towards a $40 million performing arts centre. Through the efforts of a joint committee, with representatives from the public sector and the City, to obtain $10 million from the community, as well as $10 million each from the Provincial and Federal Governments, this major cultural project should be realized in 1990.

Work was initiated on a Municipal Code to draw together the City's major by-laws.

In 1989, the City took active measures to assist in the preservation of our environment through the implementation of a Blue Box Curbside Recycling Program to commence in 1990, with additional programs to follow. In a further step to preserve our environment, London was the first municipality in Ontario to take advantage of the environmental and cost-reducing benefits offered by the use of re-refined lubricants for City equipment.

A major supervisory skills training program was initiated in 1989 using the Xcellence program. Consistent with our commitment to meeting the needs of the community, we ensure that our staff are equipped with the best tools available. The

Xcellence program is renowned as one of the best designed training programs in North America.

The Dearness Home celebrated its 35th Anniversary with the introduction of a Seniors' Day program and the completion of the Resident Care Planning pilot project. In addition, renovations to the Home were undertaken.

The total number of day care spaces increased dramatically in 1989 to over 900, substantially higher than a few years ago.

To reinforce our reputation as one of the most important medical communities in Canada, the City took a pro-active approach to medical research in 1989, providing University Hospital with a grant in excess of $1.4 million for the advancement of medical technology; and by awarding the University of Western Ontario $250,000 to assist in the establishment of the Institute for Research on Assistive Devices.

In addition, grants totalling over $533,000 were awarded to various social and community service agencies.

The City of London is committed to excellence, to a better community in which we live, work and play. We will enjoy a healthy and exciting future. Our achievements during 1989 are indicative of that!

The Galleria shopping complex in the heart of London opened in the Summer of '89.

City Administrator's Department

Tourist Information Centre Now Open. This 3,800 square foot facility opened in June of 1989 and has proven to be an immediate and popular success. It is ideally located on Wellington Road to welcome visitors as they enter the City from Highway 401. Its staff offers tourists a warm and friendly introduction to London, while the presentation theatre demonstrates the many attractions the City has to offer and assists in locating accommodation, restaurants, parks, entertainment, as well as many other amenities.

London Attracts a Wide Variety of Visitors. The Visitors and Convention Bureau was busier than ever this year. Tourists and convention delegates are enjoying the facilities and attractions of the City in increasing numbers. In fact, an estimated 95,000 people attended various conferences and conventions in London during 1989, and tourists' enquiries exceeded 64,000 during the year. The Visitors and Convention Bureau, a division of the Economic Development Office, forecasts a further increase next year and will continue aggressive marketing and advertising programs to attract visitors.

Convention Centre Construction to Start in 1990. During 1989, the City continued to pursue the development of the Convention Centre Complex. This joint project, between the City and Commonwealth Hospitality Ltd., will commence in the Summer of 1990 with completion scheduled for 1992. The complex will combine a 140,000 square foot convention centre with a new hotel.

London Ideally Located to Capitalize on Free Trade. The Outreach Program, established in 1988 to promote business opportunities in London, has attracted interest from Sweden, the United States, Ottawa, Kitchener and Toronto. The advent of free trade places London at the geographic centre of an area with easy access to the northeast and midwest United States. London's reputation as an international medical centre has encouraged medical delegations both nationally and internationally.

Industrial Development Continues. The purchase by 3M of a large parcel of land for the construction of their new Canadian Head Office and Research Facility, gave major impetus to the sale of over 144 acres of serviced, municipal and private industrial land during the year. A new municipal industrial park development is proposed for 1990 to accommodate the strong demand for industrial land. The completion of the new CAMI plant, a joint venture between GM and Suzuki, and located close to London, has proven to be of great benefit to the City.

We Speak to the World. London's promotional activities to publicize business opportunities include advertisements in publications reaching prospective businesses in Europe and the Pacific Rim, while our

The Tourist Information Centre provides visitors with a friendly introduction to the City.

efforts to attract companies from Toronto continued through co-operative advertising in The Globe & Mail and in the Toronto Office Guide. A number of new promotional publications were developed by the City in 1989, including a general Economic Development brochure, and a London Business Development video. The Economic Development Office also seeded and supported an initiative for the establishment of a Film Commission whose purpose is to foster the development of film and television production in London and a film festival for the economic and cultural benefit of the community.

Financial Support Ensures a Dynamic Future for Medical and Research Facilities. The City recognizes the need to provide financial support to the medical and research communities in order to ensure their ongoing viability. In 1989, this was evidenced through grants made to local institutions, including $1,421,000 provided to University Hospital for the advancement of medical technology. In addition, the University of Western Ontario received $250,000 to assist in the establishment of the Institute for Research on Assistive Devices.

"In 1989, the City made a $10 million commitment towards a $40 million performing arts centre."

Performing Arts Centre Anticipated in 1990. In 1989, the City made a $10 million commitment towards a $40 million performing arts centre. This major cultural project should be realized in 1990 through the efforts of the PACT organization (Performing Arts Centre Today for London) in seeking $10 million from the community as well as $10 million each from the Provincial and Federal governments.

Personnel Division Focuses on "In-house" Training. The continuing high level of growth in the City dictates the need to seek and employ qualified personnel. The buoyant economy made it difficult and challenging to secure suitable candidates for most skilled and professional positions due to competition for qualified applicants. Even though there was a tight market with respect to skilled and professional applicants, 7,128 applications for employment were received in 1989. In order to effectively manage this growing resource, a major supervisory skills training program began in 1989 using the Xcellence system offered by Learning International. The initial program includes all supervisors and will require approximately 24 months to complete. This practical program is in place in many large organizations in the United States and Canada and has been cited as one of the best designed training programs in several human resource development journals. Programs such as Xcellence not only benefit the individuals enrolled in it, but will have a

City Administrator's Department (continued)

very positive result throughout the entire Corporation. The total work force of the Corporation grew by 2.8% to meet the growing demand for civic services. Currently the staff complement stands at approximately 1,700, exclusive of Boards and Commissions.

Computer Training Facility Now Well-Established in City Hall. With the aid of a new training facility in 1989, the Management Information Services (MIS) Division greatly increased training sessions available to staff computer users. The automation of many repetitive tasks has been further expanded which has improved the efficiency and effectiveness of civic operations. Four additional major systems have now been automated, while MIS has provided ongoing assistance for hundreds of smaller applications (either on the mainframe or on over 160 personal computers).

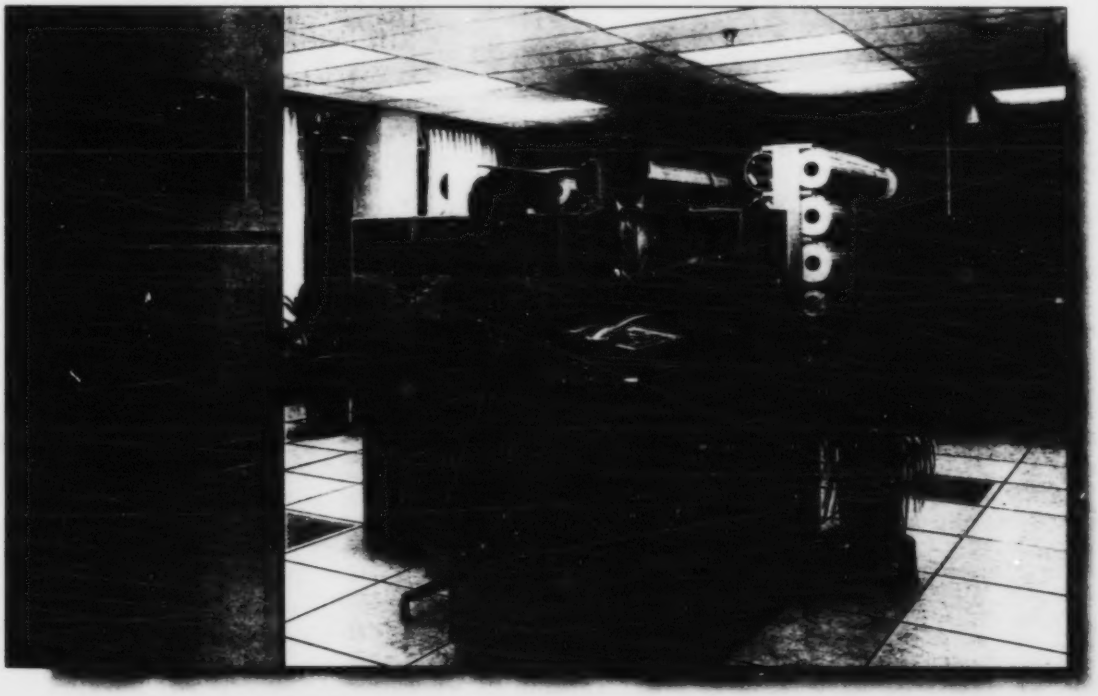
Local Area Computer Networks Installed. In 1989, major improvements to the word processing function in the City Administrator's Office, the Legal Department and the Personnel and Planning Divisions were introduced with the installation of full-scale NOVELL Local Area Networks. This system provides increased management control benefits such as time management, provision of high-quality, professional products and file transfers between staff, thereby improving efficiency, communication and data sharing between departments.

Ready to Respond in the Event of Disaster. In maintaining goals of emergency preparedness, the Emergency Planning Office coordinated arrangements for a County of Middlesex emergency exercise in October 1989, staged jointly by the County, the Town of Strathroy, the Township of West Williams and the Town of Parkhill. The Office provides coordination for City of London projects, the development of an alternate Emergency Operations Centre and the development of a series of minor changes to the City's Peacetime Emergency Plan. The Office carried out preliminary planning with City Departments and Commissions, London hospitals, London Airport and other outside agencies for the staging of a major emergency exercise in May 1990.

Caitlin's family is reassured in knowing she is receiving the best of care at Victoria Hospital in London; where some of the most comprehensive medical, teaching and research institutions in North America are located.

Aspiring young firefighters Colin and Michael, can be proud of the speed that firefighters, such as Shawn Smith, respond to alarms in the City.

Fire Department Responds to 3,876 Alarms. The fact that the London Fire Department's average response time to alarms was only 3.55 minutes demonstrates the efficiency of the Department. An average of 10 alarms every day, was indicative of the urgent need for fire prevention programs. Consequently, in 1989, even greater emphasis has been placed on fire prevention through the development of a public education program. London's Fire Prevention Office and 10 fire stations are manned by a force of more than 300. Fire prevention personnel inspected 11,625 buildings and approved more than 1,200 sets of building plans during the year. Continuing review and acquisition of the latest state-of-the-art equipment, combined with public education, ensures that the Department is ready to handle London's emergency needs, both now and in the future.



Staff in the Management Information Services Division recognize the importance of keeping abreast of the latest technology to maximize the City's state-of-the-art equipment.

Social Services Department

Caring for the Community. Our community is a place where everyone is welcome and the Social Services Department is committed to meeting the fundamental needs of Londoners. Our goal is to provide services in a responsible and sensitive manner, and within the resources of the City of London. The attitude of our staff demonstrates the sensitivity and interest we have in the needs of the individuals and organizations we work with.

Caring for Our Children. The Municipal Council of the City of London may, under the Day Nurseries Act, provide financial subsidy to parents of children who require child care. The policy of the City clearly emphasizes child care subsidies for persons who are employed or about to be employed and are involved in job training or educational programs. This past year, 1989, has seen a large growth in the child care program. The total number of spaces is now over 900, the City having entered into agreements with 3 new centres for a total of 46 agreements in place across London. Parents have an opportunity to choose a centre that is close to their work or one close to their home. The Day Care Advisory Committee continues to make City Council aware of child care issues and developments within the City.

Caring for Individuals and Families. During 1989, the provincial Ministry of Community and Social Services finalized their approach to Social Welfare Reform, impacting every major municipality in Ontario, including the City of London. The first stage was implemented in October of this year with the main thrust providing increased benefits for families with children, plus a large number of new employment incentives. In many cases, welfare payments will be a supplement to part-time earnings where wages are not enough to provide a fair standard of living. An increase in General Welfare Assistance caseloads places London's overall 1989 increase at approximately 4.7%. We also saw increased General Welfare Assistance to immigrants and refugees as we welcomed the multicultural influence to London. In an effort to better serve the multicultural element of this community, the City initiated the use of an interpretive service.

Employment for General Welfare Recipients. The objective of the Social Services Employment Programs is to help recipients prepare for and obtain employment, thereby becoming self-reliant. In 1989, Social Services Employment Programs enabled 379 families and individuals to leave General Welfare Assistance. This resulted in a net savings of $73,889 for the City. Moreover it is a positive approach to persons identifying their options and opportunities for employment.

Homemakers Program Growing. The City's Homemakers Program has remained very small since its inception in 1987. However, the end of the year saw a significant growth in demand, which, combined with the current provincial changes for the Program, resulted in an increase in the year's expenditures. Benefits to homemakers themselves have improved materially and that should lead to better future service.

Health Assistance for Low Income Citizens. The City's Special Assistance Supplementary Aid Program provides limited help in purchases of special items such as emergency dental work, eyeglasses, necessary drugs and prosthetic supplies. There was a tremendous increase in demand for this assistance in 1989 with over 9,700 services delivered through this program.

The Dearness Home offers care and comfort to our senior citizens.

"The involvement and dedication of volunteers in providing services exhibit the very foundation upon which our community spirit is built."

Help for the Community. The Community Service Grants Program is one way the City supports the growing needs of the London community. Grants are awarded to organizations in a variety of areas including rehabilitation, community, culture and education. Recipients of 1989 grants included, among many others, the Central Volunteer Bureau, Consumers' Debt Counselling Services of London, Learning Disabilities Association of London-Middlesex, and Information London. As well, the City helped initiate the United Way of Greater London's 1989 campaign by supporting their Kick-Off Brunch. Each of these organizations, as do others, demonstrates a great ability to evaluate the services needed by the community. The involvement and dedication of volunteers in providing those services exhibit the very foundation upon which our community spirit was built. A total of 52 grants were awarded, amounting to $533,131. The rewards gained through the Community Service Grants Program benefit the community as a whole.

Violet Ball, President of the Dearness Home Residents' Council enjoys Ginger's company as Receptionist Dianne Mahon looks on.

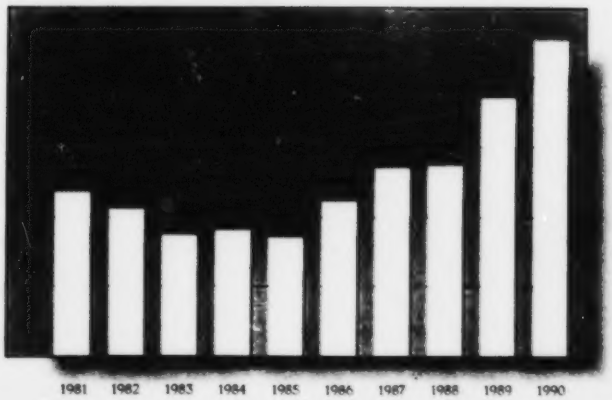
Social Services Department (continued)

Caring for Our Seniors. On September 6, 1989, 800 people helped to celebrate the 35th anniversary of the opening of the Dearness Home. This event was the climax of a year of initiatives and activities which recognized our past and looked forward to our future. The Home provides many levels of care to its residents. It offers all the comforts of home and the convenience of a self-contained community including: residential and extended care programs; a wide range of recreational activities and entertainment programs, both in the Home and in the community; on-site amenities such as a bank, beauty salon, library, chapel, tea room, pub and whirlpool; housekeeping services; laundry and dry-cleaning services; tasty, nutritious meals and special diets. The Home also offers challenging opportunities for its 150 volunteers drawn from groups and the community at large. During 1989, the Resident Care Planning pilot project was successfully completed. Resident and family involvement in care planning will now spread to all areas of the home. Renovations to the Alzheimers Unit were completed and a Family Support Group was formed to aid families and friends in understanding and coping positively with their loved one's disease. The Dearness Home now provides a Seniors' Day program four days a week, together with a personal care component. Seniors who qualify may also become temporary residents for a period of up to 30 days. This "Respite" Care program provides families with an opportunity to pre-plan a holiday, knowing their relative will be well cared for. Physical upgrades to the Dearness Home included air conditioning, a new servery in the dining room, and the rebuilding of the historic fountain, which was also made wheelchair accessible.

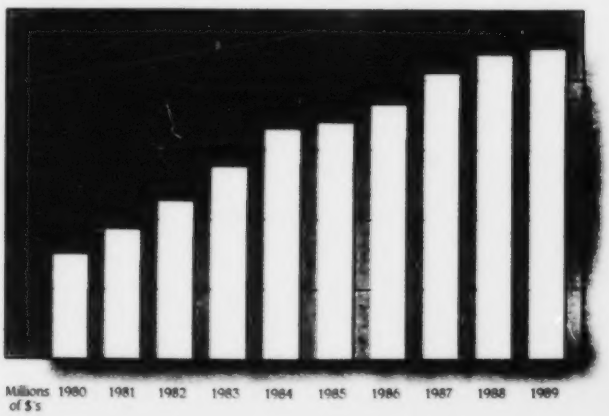
Violet Ball, who is President of the Dearness Residents' Council, states:

"We are a family of 375 people with some of us needing more care than others. We have Minimum Care, Special Care, Chronic Care and we have an infirmary for those who need it. Most people living alone don't eat three nutritious meals a day. They just manage on tea and toast. I know - I tried it. I wasn't able to carry groceries home to cook. It was frustrating. All our residents are well taken care of. I have been a resident here for three years and find everything to my liking. We have many activities going on here in Dearness every day, such as leather work, ceramics, knitting and crochet classes. With our large family, it is quite easy to make friends. So if you are planning on coming in here, it won't take you long to be comfortable."

DAY CARE SPACES



SOCIAL SERVICES EXPENDITURES



Planning and Development Department

New Official Plan Close to Completion. In 1989, the New Official Plan was approved by Council and it is anticipated that the Plan will be approved by the Minister of Municipal Affairs in 1990.

New Zoning By-Law Moves Ahead. During the year, the Planning Division continued to make progress regarding the Zoning Reform Program.

Street Level Wind Environment Study Completed. The consultants from the Boundary Layer Wind Tunnel Laboratory at the University of Western Ontario have completed their two-year study of the street-level wind environment in downtown London. The final report and recommendations for the implementation of wind impact assessment policies will be considered by Council in early 1990.

Development Applications Given High Priority. During this past year, the processing of 204 Official Plan and Zoning By-law Amendment applications was completed. This compared to 190 in the previous year, representing an increase of 7.4%. In addition, 164 Official Plan and Zoning applications were processed by the Planning Committee compared to 160 in 1988, an increase of 2.5%. Review of applications to the Committee of Adjustment and Consent Authority reached 587 in 1989, a 17% decrease from the 708 received in 1988. Of the fourteen plans of subdivision applications received in 1989, one was for industrial land, one involved institutional/commercial land, with the balance for predominantly residential development. The industrial application, if approved, will provide 11.3 hectares (27.9 acres) comprised of two blocks of serviced industrial land. The residential applications would result in the creation of approximately 3,221 dwelling units (1,555 single detached, 246 semi-detached, 1,019 townhouse and 401 apartment units).

"Major improvement projects completed during 1989, totalled $600,000 in Downtown London, $900,000 in South London, and $2,000,000 was approved for Hamilton Road west."

Building Inspector Pat Bell reviews new home specifications with homeowners Annette and Eric. Permits for new single family homes rose to 1,665 this year.

Planning and Development Department (continued)

The City-owned Elsie Perrin Williams Estate has been carefully restored and hosts many public and private functions.

Downtown Design Study Initiated. This study began in September, 1989, with two mandates:

1. To analyze alternative approaches to municipal participation in design review;
2. To prepare downtown design guidelines and site plan control standards.

Central Mobile File System Introduced. This new system was established in the Planning Division in late February, 1989. Some of the benefits achieved are reduced clerical processing time, more organized files, faster information retrieval and better utilization of office space. The City's development applications files, active subdivision files, and registered plans of subdivision files are now contained within the system.

Office Automation in the Future. A five-year plan for the automation of the Planning Division's tasks has been prepared to provide an ongoing guide to decisions on hardware and software needs.

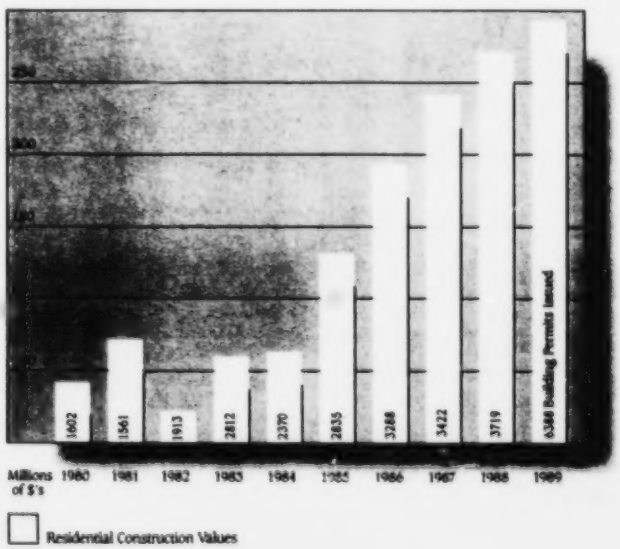
Canadian Institute of Planners Selects London for '92 Convention. Planning Division staff have been involved with numerous activities of the Canadian Institute of Planners and were instrumental in having the City of London selected as the site for the 1992 National Conference of the Institute.

Putting our Best Face Forward. Support for the preservation of London's many historical buildings increased significantly in 1989 with the appointment of a Heritage Planner. Fifty-two properties were designated under the Ontario Heritage Act at the end of 1989. Seven grants, totalling $11,321, were provided under the Ontario Ministry of Culture and Communications' designated property grants during 1989. The Community Improvement Division also produced a video on "London's Outstanding Heritage Structures" and is working on the development of an inventory of heritage properties. The City's Facade Improvement Loan Program provided $34,651 to four downtown property owners. Major community improvement projects were completed during 1989, totalling $600,000 in Downtown London and $900,000 in South London. Approval was also received for $2,000,000 of improvements in the Hamilton Road West area, to support residential intensification. These projects were cost-shared with the Province under the PRIDE program for Residential Intensification initiatives. Assistance to residential property owners for rehabilitation or handicapped accessibility improvements totalled $1,766,116. These were funded by CMHC and the Ontario Ministry of Housing from the Low-Rise Rehabilitation Program, the Ontario Home Renewal Program and the Residential Rehabilitation Assistance Program.

A Creative Housing Policy Advocated. During 1989, work commenced on a Residential Intensification Study to investigate the potential to create additional dwelling units in existing neighbourhoods and in existing structures. One component of the study has been the retention of an architect to develop plans to create additional dwelling units in ten, single-family houses in the Hamilton Road area. Work was also undertaken in regard to the proposed release of 66 acres of land on the south side of Trafalgar Street between Hudson Drive and Highway 100 for a residential subdivision. Up to three blocks are proposed to be offered for sale to non-profit housing corporations, with the balance to be sold as builders' lots. Staff are also working on the design and promotion of a "made-to-convert" dwelling. This structure would have the potential to be easily converted to a single or a two-family unit.

Building Control Division Highlights. For the fifth consecutive year, records were broken. There were 8,266 building permits issued in 1989 (up 55% from 1988), representing a total construction value of $514 million. Residential construction rose approximately $5 million. However, an unexpected highlight was an increase in new, single-family dwellings which accounted for approximately $165 million of the $300 million residential total. The number of permits for new single family homes rose to 1,665 as compared to 1,488 in 1988. Institutional construction accounted for over $31 million and industrial construction over $32 million. At the end of 1989, there were 908 applications filed for building permits with a construction value of over $280 million. Usually, at year end, there would be 300 to 400 applications in process for permits with a construction value of approximately $60 million. User fees collected in 1989 totalled over $6 million of which building permit fees accounted for 91.8%.

RESIDENTIAL CONSTRUCTION VALUES AND PERMITS ISSUED



City Engineer's Department

The Environment Receives Major Attention. In order to determine the most effective way to meet the City of London's present and future sewage treatment needs, a Master Pollution Control Plan is being developed with financial assistance from the Ministry of the Environment. The program for the collection and disposal of household hazardous Waste was continued in 1989 and was available to residents each Saturday during May and September. This assisted Londoners to dispose of unwanted paints, insecticides, solvents and other hazardous wastes. The upgrading and expansion to double the size of the Oxford Pollution Control Plant, and the erection of facilities at the W-12A landfill site were completed this year. An erosion control project commenced along the north bank of the Thames River at St. Julien Street.

The "Blue Box" Comes to London. As a part of London's integrated solid waste program, the City laid the framework for a Blue Box Curbside Recycling Program which started January 2, 1990, serving 70,000 single-family households. It is anticipated that 11,200 tons per year of newsprint, glass, metal and plastic soft drink containers will be recovered from the residential waste stream. Other recycling programs such as household composting, medium/high density and industrial/commercial recycling will be investigated in 1990.

City Vehicles Using Re-Refined Motor Oils. London was the first municipality in Ontario to take advantage of the environmental and cost-reducing benefits offered by the use of re-refined lubricants, and conserve this non-renewable resource. In addition to being the lowest-priced lubricants available, suppliers pick up the City's used oil on a "no charge" basis. Since this pioneering decision was made, the Ontario Provincial Police, Go Transit, and the Toronto Transit Commission have all adopted the use of re-refined motor oil.

Members of the Spills Response Team are trained to react to environmental spills, thereby minimizing the impact of such accidents.

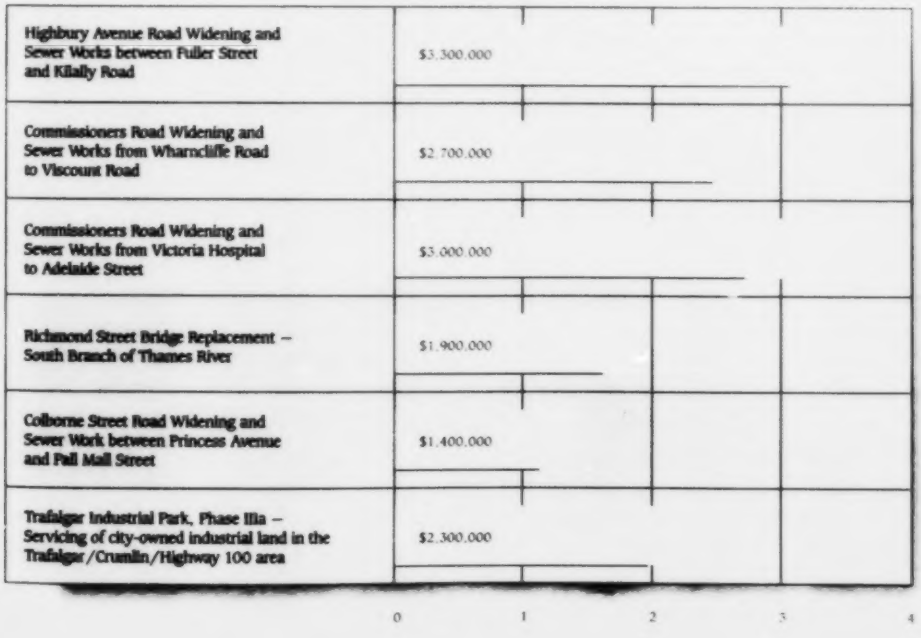
Computerized Systems Help Our Sewers. The Implementation of SIMS (Sewer Inventory Management System), which was initiated in 1988, is proceeding well. This five year project is part of an overall Sewer Needs Study being undertaken for the City and is 50% subsidized by the Ministry of the Environment. The sanitary sewer network system has now been fully digitized. Computer-drafted drawings are now being used by maintenance personnel to record details of all repair work on the sewer system. The storm sewer network system will be digitized in a similar fashion with computer-drafted drawings available for use in early 1990. Eventually both sewer networks, including maintenance records, inspection records, and design details, will be maintained through the SIMS computer system.

There's a New Look to Downtown. A massive renewal of the City's core area took place in 1989 due to the development of many major buildings. As a result, road and sewer works were undertaken by private developers. The Engineer's Department co-ordinated these activities, as well as other projects undertaken by the City. Residents were kept informed during this busy period by a regular feature in the local media which highlighted areas to avoid due to construction activities. The value of maintenance contracts in 1989 was approximately $6.1 million and over 80% of these were designed in-house.

London's Traffic Control System Continues to Increase. The City's computerized traffic control system was expanded again in 1989. This state-of-the-art system now automatically co-ordinates the operation of 160 of London's 216 traffic signals through the use of the cable television network.

"London was the first municipality to take advantage of the environmental and cost-reducing benefits of re-refined lubricants."

MAJOR PROJECTS CONSTRUCTED IN 1989 INCLUDED:


Highbury Avenue Road Widening and Sewer Works between Fuller Street and Kilally Road
$3,300,000
Commissioners Road Widening and Sewer Works from Wharncliffe Road to Viscount Road
$2,700,000
Commissioners Road Widening and Sewer Works from Victoria Hospital to Adelaide Street
$3,000,000
Richmond Street Bridge Replacement – South Branch of Thames River
$1,900,000
Colborne Street Road Widening and Sewer Work between Princess Avenue and Pall Mall Street
$1,400,000
Trafalgar Industrial Park, Phase IIIa – Servicing of city-owned industrial land in the Trafalgar/Crumlin/Highway 100 area
$2,300,000
0
1
2
3
4

City Engineer's Department (continued)

Engineering personnel take pride in their responsibility for maintaining and upgrading the City's extensive infrastructure.

Facility Services Division Has a Busy Year. Several major departmental relocations and reorganizations were completed during 1989. Changes in operation have been implemented to use space more efficiently and extensive renovations in City Hall have been completed. The Facility Services Division also provided the supervisory and project management services for the new Tourist Information Centre as well as the new operations facility at London's landfill site.

24 Construction Projects Administered by the Design and Construction Division. Of the 24 construction projects administered in 1989, 9 were designed and supervised by Division staff and the remaining 15 projects were administered by consulting engineers. The estimated total gross cost of these projects was $21 million, of which $3 million represents work designed and supervised by in-house staff. Major projects constructed in 1989 are shown in the chart on the preceding page.

Approximately $1 million was spent in 1989 on curb, gutter and paving contracts and $600,000 was spent on new sidewalks throughout the City.

460 Acres of Subdivision Development Approved. It was a very active year for the construction industry in London. This resulted in 460 acres of subdivision development and over 640 site plans being approved. Above-normal-use of municipal services also took place in order to complete 14.5 miles of roadworks, 15 miles of sidewalks, 13.4 miles of sanitary sewers and 12.5 miles of storm sewers. Over 700 applications were referred to the City Engineer for comments and response by the London Consent Authority and the Severance Committee.

Sewers a Priority. The total sewer program expenditures reflected costs of $9 per capita. Due to the continued emphasis upon sewer cleaning in 1989, $1.98 per capita was directly related to this project. The sewer television inspection program has been co-ordinated with other divisions to prioritize repair and replacement programs. A recent video examination indicated that replacement of the Adelaide Street sanitary sewers between Central and Elias, and between Princess Avenue East and Princess Avenue West was not justified in 1989, thereby allowing City funds to be better utilized on higher priority projects.

Spills Response Unit Established. The Operations Division of the Engineering Department developed and trained its personnel to react to environmental spills in consultation with representatives of the City's Environmental Control and Pollution Control Divisions, the Ministry of the Environment, the London Fire Department and various other agencies. Large environmental spills are handled in liaison with private environmental control companies under the direction of a Ministry of the Environment representative. The taking and testing of legal samples are conducted by laboratory staff from Greenway Pollution Control Centre. In 1989, the unit responded to 30 spills and costs were recovered from 5 offenders.

City Clerk's Department

The Whys and Wherefores of Protocol. The City Clerk serves as the "Chief of Protocol" for the municipality. During 1989, this less well-known function of the Department's operations went into high gear.

Keeping in Touch. In its role as the corporate "information conduit", the Department received several thousand pieces of correspondence during 1989, all of which needed to be evaluated and directed to the appropriate Committee of Council, or to the proper City department or agency. In its central printing function, over 7,700,000 pages were printed and approximately 463,000 pieces of outgoing mail were processed.

Municipal Code Required. During 1989, the Department investigated the feasibility of and necessity for drawing together the City's major by-laws into what will become a "Municipal Code". The publication of such a Code will make a more convenient and accessible compilation of City "rules and regulations" available to the Corporation and to the community.

1991 Vote Recording to be Updated. During 1989, the City Council authorized the use of vote recording equipment for the 1991 Municipal Election. This new equipment will be based upon a centralized counting facility at City Hall. It is expected not only to improve the accuracy of the voter count, but also to speed up the returns by eliminating the need to manually count the votes. While accessibility to voter stations will be maintained, costs will be minimized by the need for fewer staff and ease of administration in some 600 polling stations.

"A myriad of arrangements had to be finalized with respect to visits throughout the year of Her Excellency, Governor General Jeanne Sauve; Her Majesty Queen Elizabeth, The Queen Mother; and the Lord Mayor of London, England."

The City was honoured in 1989 by a visit from The Queen Mother.

Legal Department

Legal Department's Responsibilities Increase. Recent legislation and judicial decisions have increased the Department's responsibilities and caseload, particularly in the field of labour relations, civil litigation, administrative tribunal work and municipal by-law prosecutions. Expansion of the Department's offices was completed during 1989 and additional computer equipment was introduced as part of the Department's multi-year program of automation.

"These changes will enhance the ability of the Department to deliver more efficient and effective legal services to the Corporation."

The Legal Library is an invaluable resource for staff responsible for legal matters regarding civic operations.

Leisure in London

Something for Everyone. London boasts a wide range of activities and attractions for both the young and the young at heart, from the cultural to the purely recreational, there truly is 'something for everyone'.

City Meets Country. Each September, the Western Fairgrounds is alive with the sights and sounds of Southwestern Ontario's largest exhibition. Just over 300,000 people passed through the turnstiles during the 1989 10-day event. In addition to this major event, various special programs take place at the Western Fairgrounds throughout the year, including several trade shows and a weekly fleamarket. Home to Western Fair Raceway, they're at the post September through May for an exciting season of standardbred racing.

Curl Up With a Good Book. With approximately 775,000 books in circulation, you will be sure to find what you are looking for on the shelf of one of the London Public Library's sixteen local branches. The Central Branch, located in the Elsie Perrin Williams Memorial Building, offers both an adult and children's library. Seniors and shut-ins can make use of the Home Library Service.

From Past to Present. Step back in time at one of London's many museums. See an actual archaeological dig at the Museum of Indian Archaeology. Wander through the streets of a 19th century settlement at the Fanshawe Pioneer Village. Eldon House, the City's oldest surviving residence, now serves as a historical museum. Period exhibits are also on display at the Lawson and Gallery Museums under the auspices of the London Regional Art and Historical Museums. Military history buffs can visit the cells of the 1837 rebels at the Old County Court House or browse through memorabilia at the Royal Canadian Regiment Museum. The young and young at heart will enjoy Canada's first Children's Museum.

A Shopper's Paradise. Ranked tenth in the country by population, London places fifth in the nation for retail sales per capita. With eighteen major shopping malls and plazas and a prosperous commercial

core, London is the place to satisfy even the most discriminating shopper's needs. With over 4.5 million square feet of retail space, the whole City is quite literally a "shopping centre" for the 350,000 who live in the metropolitan London area.

Showtime! A variety of productions are launched each season by London's ten community and professional acting troupes, including the renowned Grand Theatre. If comedy is more your style, take in a night of dinner theatre, or perhaps enjoy a comedy house. The stars of the silver screen play each night in the City's 20 movie theatres.

Music, Music, Music. The City's Big Band Festival salutes Londoner Guy Lombardo, also known for his hydroplane racing pursuits. The Home County Folk Festival attracts music lovers of a different sort. Held in Victoria Park, the open air concert and craft show is a popular annual event. Concertgoers can choose from modern to classical. Based in Centennial Hall, Orchestra London is one of four area symphonies. The London music scene is rounded out by the local artists and touring acts which perform jazz, rock or your favourite pop tunes in the many clubs around town.

Parkland Settings and Riverbank Trails. London's parks attract almost 3 million visitors annually. Bikers and joggers can enjoy use of the winding riverside paths. Nature lovers enjoy the peace and tranquillity of the City's two rose gardens. Children of all ages delight in the merry-go-round, miniature train and Storybook Gardens, all located in Springbank Park. Centrally located, Victoria Park is the perfect spot for an outdoor lunch or a stroll in the afternoon sun. Each Christmas the block becomes a Winter Wonderland, complete with lights, decorations and an outdoor skating rink. The City's parks and recreational facilities are the responsibility of the Public Utilities Commission. The P.U.C. also manages the City's progressive reforestation project. On average, 2,000 trees are added annually to the tens of thousands which colour the urban skyline, earning London its reputation as the Forest City. Over 15,000 residents registered for the various community programs offered by the Commission in 1989. This figure does not include thousands more who play ball in city-wide leagues, cool off in London's 13 public swimming pools or skate to victory in the 10 arenas around town, not to mention those who enjoy two public golf courses and numerous tennis courts. The City is constantly improving and expanding on its recreational amenities. Soon to be enjoyed by all will be an additional golf course, as well as an aquatic centre which will provide competitive and recreational facilities. For the arm chair athlete, London provides great baseball action with the "AA" London Tigers and for those who prefer "cooler" action, the Junior "A" Knights take to the ice. The Western Mustangs provide plenty of rough and tumble action.

Quiet riverside paths are enjoyed by all Londoners.

Finance Department

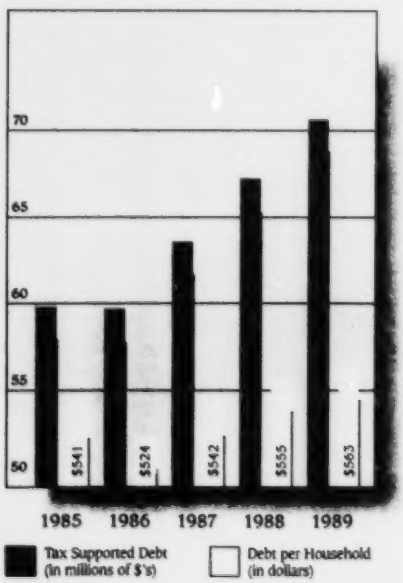
Strength of Local Economy Leads to Current Budget Surplus. The continued high level of development activity throughout the City resulted in increased supplementary taxation and service-related revenues for the Municipality during 1989 and contributed to the $4.7 million surplus.

London Retains Its Aaa Credit Rating. Moody's Investors Service, one of North America's leading credit authorities, maintained London's Aaa credit rating. The Service's most recent comments include: "Low debt burden, manageable capital requirements, satisfactory finances and a stable and diverse economy support prime credit quality rating. The City of London has held the Aaa rating since 1977", the highest rating a government borrower can receive.

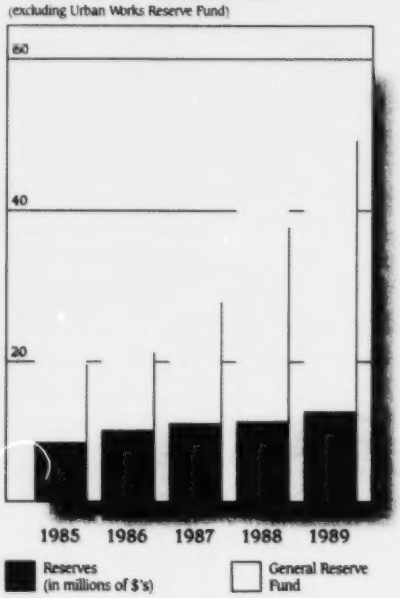
Sound Financial Management Reduces Debt Formation. The Municipality continues to reduce reliance on long-term debt to finance capital expenditures by increasing funding from current revenues and capital reserve funds. The long term financing policy of the Municipality is to achieve balanced financing of major capital projects between current resources and long-term debt.

Taxes Receivable Position Excellent. The City of London continues to enjoy an excellent taxes receivable position. At year end, only 3.4% of the total taxes levied remained outstanding. Taxes receivable as at December 31, 1989 does not include an offset for the balance of $500,000 in the allowance account.

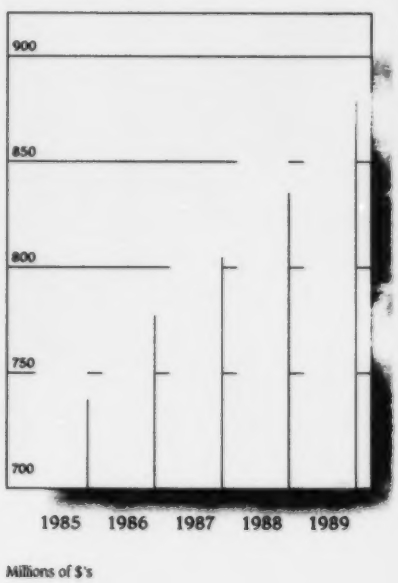
TAX SUPPORTED DEBT



TRENDS IN RESERVES
(excluding Urban Works Reserve Fund)



ASSESSMENT



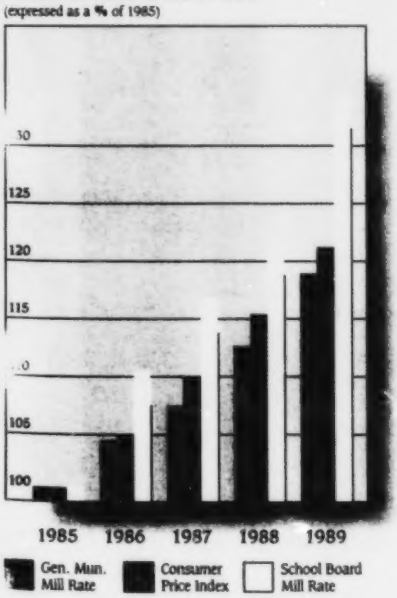
Insurance/Risk Administration Program Established. The year 1989 represented the first year of operation of the Insurance/Risk Administration Program. The Program is responsible for the effective and economical administration of insurance and risk management for the Corporation. Insurance concerns extend to every aspect of the City. The one most people are familiar with is the comprehensive and general liability policy insuring against negligent acts such as trip and falls on City sidewalks and other City property. However, the Division also recovers costs from people who damage traffic lights, poles and City property.

Banking Contract Renewed. In 1989, the Corporation negotiated a five-year extension of the existing Banking Services Agreement with the Royal Bank of Canada. This contract provides for the continuation of the various services at competitive rates. In addition, provision is made for electronic banking to be implemented in several service areas.

Grants and Subsidies Monitoring Computerized. In 1989, a computer based revenue control system was designed to monitor the status of outstanding grants and subsidies due to the Corporation. This system will enable the Corporation to better monitor grants and subsidy applications made to senior levels of government.

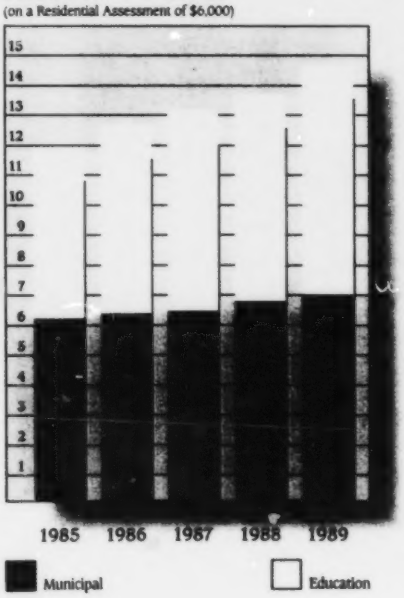
MILL RATE GROWTH

(expressed as a % of 1985)



PROPERTY TAXES

(on a Residential Assessment of $6,000)



Amount	$16 million
Successful bid	$99.30/$100
Average cost of capital	10.484%
Type	Serial Instalment
Term	8 years
Interest payable	10.25% - 10.50%

Finance Department (continued)

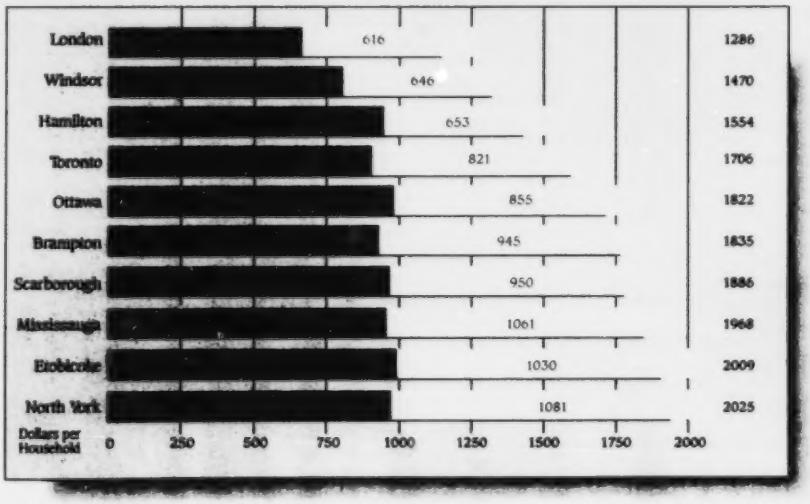
1989 Debenture Issue. The Corporation tendered one debenture issue during 1989 in the amount of $16 million. The proceeds of this issue were used to finance various Municipal capital projects. The chart, on the preceding page, highlights the details of the issue and reflects the City of London's excellent credit standing and market conditions at the time of issuance.

Analysis of Net Long-Term Liabilities. In recent years, the City of London committed itself to shorter repayment periods on debt issues. Future projections estimate that 74.5% of the net long-term debt of $70,479,830 as at December 31, 1989, will be repaid by December 31, 1994. Trends in tax supported City debt per household over the past five years are illustrated in the accompanying chart.

Assessment Growth. The City, due to an active development market and a growing and dynamic economy, enjoyed a 5.02% assessment growth in 1988, used for the purposes of 1989 taxation. Assessment growth for the taxation years 1985 through 1989 is illustrated on the preceding page.

Mill Rate Growth. In 1989, the general municipal portion of the residential mill rate increased by only 5.5%. This increase demonstrates the efforts of Council and the Civic Administration to contain mill rate growth. A chart comparing mill rate growth to inflation as measured by the Consumer Price Index, for the period 1985-1989, is included on page 25.

1989 COMPARATIVE RESIDENTIAL TAX AND SERVICE CHARGE PER HOUSEHOLD



Municipal

Source – Ministry of Municipal Affairs

Education

Five Year Financial Review for the year ending Dec. 31, 1989

	1989	1988	1987	1986	1985
Taxable Assessment					
Residential and Farm	**$602,646**	$575,937	$552,666	$532,084	$510,645
Commercial and Industrial	**201,861**	190,727	186,000	181,246	169,549
Business	**89,032**	84,141	82,172	80,111	75,339
Total Taxable Assessment	**$893,539**	$850,805	$820,838	$793,441	$755,533
Mill Rates					
Residential and Farm					
for General Municipal Purposes	**119.08**	112.86	107.96	104.64	100.72
for School Board Purposes	**129.20**	117.17	112.66	106.26	96.85
Total Residential and Farm	**248.28**	230.03	220.62	210.90	197.57
Commercial and Industrial	**292.09**	270.63	259.54	248.11	220.35
Tax Arrears					
Percentage of Current Levy	**3.4%**	2.7%	2.5%	2.3%	3.0%
Net Long Term Liabilities					
(U.S. $ Converted at Rate of Exchange at December 31)					
General Municipal	**$ 70,480**	$ 66,933	$ 63,498	$ 59,489	$ 59,710
Municipal Reserve Funds	**4,433**	3,227	2,127	2,333	1,959
	$ 74,913	$ 70,160	$ 65,625	$ 61,822	$ 61,669
Charges For Net Long Term Liabilities					
General Municipal Activities	**$ 17,187**	$ 15,348	$ 14,660	$ 14,940	$ 13,081
Capital Financing During The Year					
Contribution From Own Funds	**$ 22,514**	$ 30,999	$ 12,312	$ 12,378	$ 10,467
Net Long Term Liabilities Incurred	**16,000**	15,000	14,033	9,150	12,632
Ontario Grants	**5,200**	7,024	7,729	7,980	5,624
Other	**2,975**	2,287	2,663	1,301	1,793
	$ 46,689	$ 55,310	$ 36,737	$ 30,809	$ 30,516
Capital Expenditures During The Year					
Financed from Current Taxation, Capital Reserves, Capital Grants and Other Revenue	**$ 31,778**	$ 33,226	$ 32,008	$ 26,701	$ 23,733
Financed from Urban Works Reserve Fund	**16,123**	18,754	5,667	4,231	3,852
	$ 47,901	$ 51,980	$ 37,675	$ 30,932	$ 27,585
Accumulated Net Revenue at Year End	**$ 4,772**	$ 5,094	$ 4,226	$ 3,048	$ 3,418
Reserves and Reserve Funds	**$ 63,982**	$ 45,733	$ 44,065	$ 31,505	$ 25,650

Note: All dollar amounts are in thousands of dollars. Certain comparative figures have been reclassified to conform with current financial statement presentation.

Consolidated Statement of Operations for the year ending Dec. 31, 1989

	1989 $	1988 $
SOURCES OF FINANCING:		
Taxation and user charges		
Residential and farm taxation	**153,640,681**	136,001,912
Commercial, industrial and business taxation	**96,912,263**	85,427,797
Taxation from other governments	**9,387,638**	8,417,448
User charges	**34,331,106**	29,310,018
Deduct: Amounts received or receivable for school boards	**(130,997,839)**	(112,881,578)
	163,273,849	146,275,597
Grants		
Government of Canada	**271,804**	560,495
Province of Ontario	**74,974,747**	71,755,974
Other municipalities	**22,805**	38,468
	75,269,356	72,354,937
Other		
Contribution from developers	**13,598,173**	10,860,017
Investment income	**10,478,325**	6,779,500
Sale of land and other assets	**3,978,738**	4,083,107
Fines, penalties and interest on taxes	**2,726,287**	2,247,201
Miscellaneous	**1,941,975**	2,135,658
	32,723,498	26,105,483
Proceeds from the issue of long term liabilities	**16,000,000**	15,000,000
MUNICIPAL FUND BALANCES AT THE BEGINNING OF THE YEAR (note 10)		
To be used to offset (or to be recovered from) taxation or user charges	**5,093,517**	4,225,996
Unexpended capital financing (or capital operations not yet financed)	**3,734,383**	404,072
Total financing available during the year	**296,094,603**	264,366,085

NOTE TO THE READER

The financial information presented has been extracted from the 1989 Financial Report of the Corporation of the City of London. This Report has been audited by Touche Ross & Co., Chartered Accountants.

BASIS OF FINANCIAL REPORTS

Using guidelines established by the Ministry of Municipal Affairs, the Corporation of the City of London consolidates the operations of the following entities into its Financial Reports.

1. The Board of Commissioners of Police of the City of London
2. London Transit Commission
3. London Public Library Board
4. Centretown Business Improvement Area
5. London Downtown Business Association

As with all Financial Reports, Notes to the Statements form an integral part for a complete understanding of the corporate position. A complete Financial Report is available upon request.

	1989 $	1988 $
APPLIED TO:		
Current operations		
General government	**19,749,808**	19,176,401
Protection to persons and property	**50,701,728**	47,345,803
Transportation services	**51,073,666**	46,299,084
Environmental services	**27,531,210**	25,705,263
Health services	**1,988,359**	1,848,631
Social and family services	**47,553,384**	41,600,643
Recreation and cultural services	**16,198,559**	14,932,608
Planning and development	**6,920,198**	5,915,139
	221,716,912	202,823,572
Capital		
General government	**848,053**	1,389,937
Protection to persons and property	**1,077,013**	1,559,815
Transportation services	**22,729,112**	18,782,604
Environmental services	**11,541,865**	22,777,761
Health services	**314,000**	400,000
Social and family services	**651,289**	961,995
Recreation and cultural services	**6,216,929**	2,444,742
Planning and development	**4,523,033**	3,662,851
	47,901,294	51,979,705
Net appropriations to reserves and reserve funds	**19,182,633**	734,908
MUNICIPAL FUND BALANCES AT THE END OF THE YEAR (note 10)		
To be used to offset (or to be recovered from) taxation or user charges	**4,771,865**	5,093,517
Unexpended capital financing (or capital operations not yet financed)	**2,521,899**	3,734,383
Total applications during the year	**296,094,603**	264,366,085

Consolidated Balance Sheet for the year ending Dec. 31, 1989

	1989 $	1988 $
ASSETS		
Unrestricted		
Cash	**24,988,605**	31,816,312
Taxes receivable	**7,899,865**	5,670,555
Accounts receivable	**11,091,638**	6,368,813
Other current assets	**2,251,283**	3,386,536
Long term receivables	**160,584**	173,167
	46,391,975	47,415,383
Restricted		
Cash	**46,878,629**	27,900,979
Accounts receivable	**869,372**	673,988
Long term receivables	**2,826,000**	4,441,625
Investment in own debentures	**1,247,685**	1,092,822
	51,821,686	34,109,414
Capital outlay financed by long term liabilities and to be recovered in future years	**74,120,129**	68,979,040
Add unrealized foreign exchange adjustment	**792,881**	1,181,151
	74,913,010	70,160,191
	173,126,671	151,684,988
LIABILITIES		
Accounts payable and accrued liabilities	**15,632,251**	17,033,020
Other current liabilities	**11,305,209**	9,930,662
	26,937,460	26,963,682
Net long term liabilities	**74,913,010**	70,160,191
Contingent liabilities		
FUND BALANCES AT THE END OF THE YEAR		
To be used to offset (or to be recovered from) taxation or user charges	**4,771,865**	5,093,517
Unexpended capital financing (or capital operations not yet permanently financed)	**2,521,899**	3,734,383
Reserves	**12,160,751**	11,623,801
Reserve funds	**51,821,686**	34,109,414
	173,126,671	151,684,988

Trust Funds for the year ending Dec. 31, 1989

	1989 $	1988 $
STATEMENT OF CONTINUITY		
Balance at the beginning of the year	**3,414,592**	3,397,792
Revenue		
Capital Receipts	**3,840,595**	3,427,839
Interest Earned	**299,002**	233,690
	4,139,597	3,661,529
Expenditures		
Forgiveness Earned	**168,160**	183,855
Maintenance Payments – Dearness Home	**3,837,586**	3,379,594
Miscellaneous	**144,352**	81,280
	4,150,098	3,644,729
Balance at the end of the year	**3,404,091**	3,414,592

BALANCE SHEET

	1989 $	1988 $
Assets		
Cash and Short Term Deposits	**1,579,795**	1,615,773
Accounts Receivable	**1,190,360**	1,207,883
Investments	**633,936**	590,936
	3,404,091	3,414,592
Liabilities and Equities		
Fund Equity	**3,404,091**	3,414,592
	3,404,091	3,414,592

Consolidated Schedule of Reserves & Reserve Funds for the year ending Dec. 31, 1989

	1989 $	1988 $
Balance at the beginning of the year	**44,799,804**	44,064,896
Revenues		
Contributions from revenue fund	**20,919,628**	15,994,595
Contributions from capital fund	**1,059,311**	457,282
Contributions from developers	**13,598,173**	10,860,017
Investment income	**6,028,234**	3,730,484
Other	**197,722**	914,264
	41,803,068	31,956,642
Expenditures		
Transfers to capital fund	**18,820,015**	27,735,271
Transfers to revenue fund	**3,800,420**	3,486,463
	22,620,435	31,221,734
Balance at the end of the year	**63,982,437**	44,799,804
Analyzed as follows:		
Reserves		
Working capital	**6,241,766**	5,516,766
Contingencies	**4,969,441**	3,919,463
Economic growth	**–**	287,168
Acquisition of fixed assets	**309,816**	328,885
Workers' compensation	**282,280**	315,840
Transit fare stabilization	**207,448**	322,268
Municipal elections	**150,000**	–
Total Reserves	**12,160,751**	10,690,390
Reserve Funds		
Acquisition of fixed assets		
- Vehicles	**6,985,176**	6,867,154
- Facilities	**14,860,688**	9,369,910
Recreational programs & facilities	**530,958**	223,116
Park purposes	**2,824,660**	2,789,956
Self insurance	**2,027,339**	1,722,443
Sick leave	**1,619,362**	1,062,543
Capital grants	**2,204,046**	1,502,503
Industrial oversizing	**746,855**	862,171
Urban works	**10,340,459**	4,675,366
Downtown Facade Improvement Program	**179,999**	136,138
Police OMERS	**881,602**	-
Miscellaneous property acquisition	**58,909**	54,803
Flood plain and conservation land	**48,996**	222,114
Industrial land	**4,274,733**	2,841,959
Infrastructure renewal	**2,989,230**	1,779,238
Capital growth	**1,248,674**	-
Total Reserve Funds	**51,821,686**	34,109,414
Total Reserves and Reserve Funds	**63,982,437**	44,799,804